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ABSTRACT

This book presents an analysis of the processes by which managers are made in Britain and Japan. It provides a detailed comparative study of the careers, training, developmental experience, and job demands of managers in eight companies in four sectors: engineering, banking, retail, and communications. Data are from the following sources: interviews with designers of the systems that detail firms' histories and policies and practices in management development and career planning; interviews with managers, targets of these systems; and a questionnaire survey. Chapter 1 sketches the themes to be examined. Chapter 2 describes contexts of work organizations in Britain and Japan and the key socioeconomic attributes of the two societies. Chapter 3 profiles the case companies and describes the main contours of their management development systems. Chapter 4 presents the first substantial study findings to compare entry into, and through, managerial labor markets and careers. Career planning, career mobility, and the subjects' experience of these are closely examined. Chapter 5 describes and assesses differences in education and training the managers experienced. Chapter 6 assesses such developmental processes as mentoring and personal development plans and examines the management development functions found in the case organizations. Chapter 7 analyzes managerial target setting, evaluation methods, and rewards. Chapter 8 suggests lessons for practitioners. The book contains 203 references, a description of the sample and methods, a questionnaire, and an index. (YLB)

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